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Next 1 Page(s) In Document Denied

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MEMORANDUM FOR: Director of Communications  
Director of Finance  
Director of Information Services  
Director of Information Technology  
Director of Logistics  
Director of Medical Services  
Director of Personnel  
Director of Security  
Director of Training and Education

FROM: Harry E. Fitzwater  
Deputy Director for Administration

SUBJECT: FY 1986 Directorate of Administration Goals  
and Assumptions

REFERENCE: Memorandum for Multiple Addressees from DDA,  
dtd 19 July 1985, Subject: Directorate of  
Administration Planning--FY 1986 - FY 1991

1. Your suggested changes and additions to the FY 1985 Directorate of Administration (DA) Goals and Assumptions have been used as input for the attached FY 1986 DA Goals and Assumptions. The 1986 documents have had substantial changes and updates relative to the 1985 documents. Your suggestions indicate that many of you are well underway in the strategic planning activity outlined in the reference.

2. I particularly look forward to receiving your offices' new five-year plans. Your office-level Goals and Assumptions should be compatible with the attached FY 1986 DA Goals and Assumptions and your offices' objectives should contribute to the accomplishment of both DA and office goals.

3.  Chief, DA Plans Staff, is the DA focal point for the referenced planning activity. He has met with your planning officer(s) regarding its implementation and is available to answer questions or otherwise assist your office in planning activities.

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Harry E. Fitzwater

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Attachment:  
FY 1986 Goals and Assumptions

## DIRECTORATE OF ADMINISTRATION GOALS--FY 1986

1. People are the single most important resource of the Directorate. Therefore, we must recruit, train, and retain the best people available based on their suitability skills, performance, and reliability. We must create a work environment which provides all employees the opportunity to develop as individuals, to attain full potential, and to be recognized and rewarded for their performance.

Each office shall provide an effective personnel management system which promotes both career development for the employee and responsiveness to the changing needs of the Agency. Programs shall be developed which provide opportunities for intra- and inter-directorate career development experiences, and encourage EEO, affirmative action, and individual training. Succession planning should strive to select as our managers those who exemplify standards of excellence and are role models for their subordinates based on their qualifications and personal integrity. We will renew our efforts to streamline the hiring process through integrating computer systems across offices and by enhancing communications with domestic recruitment locations.

In order to remain competitive with other employers for quality employees required by the Directorate and the Agency, we must be creative and flexible in providing benefits other than compensation to advance a feeling of security and well-being in our employees' personal as well as professional lives. We must ensure that our benefits program is timely and comprehensive and as competitive as possible within the constraints of Federal statutory regulations.

2. Each Office shall instill in its employees a renewed sense of discipline and dedication to the high standards and principles espoused by the Agency, particularly in the areas of personal integrity and security. We must be attentive to the misuse of government funds, facilities, property, and services. We will actively pursue increased protection of the information on our electronic networks. We must retain an esprit de corps, a teamwork approach, and a deep sense of pride in mission and accomplishment to sustain our personnel not only throughout their Agency careers but also during their post-employment years.

3. We must recognize the sense of urgency associated with the Agency's domestic field and overseas mission and question how daily actions contribute to ensuring a quality intelligence product on a timely, objective basis. We must foster reasoned risktakings throughout the intelligence process, aggressively pursue requirements, and improve inter- and intra-directorate coordination.

4. As the support arm of the Agency, the Directorate exists to provide the people and other resources needed to enhance the efficiency of Agency operations and the accomplishments of its mission. Each DA component must provide services and products of the highest practicable quality in a timely, efficient, professional, and courteous manner, applying the standards of excellence in the use of both personnel and materiel resources. In all our endeavors, we will encourage innovation and responsiveness and will delegate authority to the most appropriate levels.

5. We must maintain the mechanisms and organization necessary to support covert action and anti-terrorist operational activities.

6. We must strive to provide a suitable working environment and we must use facilities and space effectively. Each manager shall give special attention to the cleanliness and safety of the working environment. We must recognize that health, safety, morale, efficiency, and productivity are interdependent. We must minimize the disruptions associated with office moves and we must strive for a smooth transition to the New Headquarters Building.

7. All Directorate activities shall be conducted in an efficient manner with emphasis on streamlining activities by reducing waste, avoiding duplication of effort, using cost-savings techniques, and fully utilizing existing resources. Where practical, automation should be utilized to perform appropriate clerical duties, thus allowing Office personnel to perform higher level functions. We must be particularly attentive to the cost-savings and efficiency recommendations and studies undertaken by other government entities and private industry so that we are in a position to adopt those measures which are applicable to the Agency.

8. The Directorate must strive to exploit state-of-the-art capabilities and equipment, especially in the areas of electronic communications and information networks. We must modernize and upgrade resources so that the Directorate can fulfill its mission and functions in a modern and efficient manner. Communications is the life-blood of the Agency, without it many functions would cease. We must improve our ability to provide reliable, secure, and timely communications services under normal and adverse conditions. Also, information is an integral part of the business of the Agency. We must be the leader in information technology, providing reliable, sophisticated systems targeted toward the needs of each of the Directorates.

9. The Directorate must continue disaster/emergency planning which focuses on contingency planning and develops mechanisms and procedures to maintain essential support capabilities under adverse conditions. We must strive to establish operational redundancies in support services. The Directorate must prepare for the continuity of essential functions during periods of national emergency and for the relocation and/or reconstitution of Agency elements.

## DIRECTORATE OF ADMINISTRATION ASSUMPTIONS--FY 1986

1. Economic pressures and political realities will cause the Agency to stabilize in population and resources.
2. There will be continued emphasis on cost effectiveness and efficiency. The large ongoing initiatives in the Directorate will continue to absorb a significant share of the resource base. The Standard Support Requirements (SSR) concept will be continued in order to permit the Directorate to maintain its base and to support new initiatives.
3. Our ability to hire and retain skilled employees, especially in the technical and secretarial fields, will become more difficult. Changes in the economy, as well as new conditions associated with government employment, will make an Agency career less attractive.
4. A flexible and responsive support structure capable of meeting unanticipated and dynamically changing demands for support services will continue to be required.
5. World-wide terrorism will increase, requiring the Agency to further develop countermeasure capabilities in accordance with guidelines established by our policy makers.
6. Operating environments abroad will become increasingly hostile, requiring efforts to enhance the protection of our overseas personnel, to upgrade physical security equipment, and to improve security practices and procedures, particularly in the technical surveillance countermeasures security area.
7. The Agency will continue to emphasize long-range and emergency planning.
8. As new technical collection methods are developed, the Directorate will be called upon to support additional general contracting activities, ground stations, logistics systems, and data processing systems.
9. Growth in Agency population and resources, and changes in the operational climate, e.g., measured by widespread use of automation, will result in increased requirements for space. As construction of the New Headquarters Building progresses, a carefully monitored system of configuration-management will be essential in coping with changing requirements for facilities and systems.
10. There will be increased use of office automation and data processing resources that will enhance the performance of our mission.
11. Agency management will emphasize the need to study for possible adoption reforms undertaken by other government agencies and private industry

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to improve efficiency. In view of the changing environment, the Directorate will further recognize the importance of studies and reviews to assure that all elements are operating in the most efficient manner.

12. The nature of the Directorate and Agency workforce has changed along with the nature of the national workforce in general to the point where new policies and benefits must be devised to accommodate dual-income families, single parents, and other significant societal pressures which did not exist when Agency statutes, policies, and regulations were established.

13. In view of the expansion of automation, the Directorate will be required to enhance security measures to protect against unlawful entry and the collection of intelligence data.

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Next 36 Page(s) In Document Denied